



Texas Department of Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Report to the Governor on the State of Affairs of the Texas Department of Motor Vehicles (Transportation Code Chapter 1001)

January 2014



Board Member	Term Expires	Hometown
John H. Walker III, Chairman	2/1/17	Houston, TX
Laura Ryan, Vice Chair	2/1/15	Cypress, TX
Robert "Barney" Barnwell III	2/1/19	Magnolia, TX
Luanne Caraway	2/1/19	Kyle, TX
Blake Ingram	2/1/17	Sunnyvale, TX
Raymond Palacios Jr.	2/1/19	El Paso, TX
Victor Rodriguez	2/1/15	McAllen, TX
Marvin Rush	2/1/17	Seguin, TX
Joseph O. Slovacek	2/1/15	Houston, TX

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Executive Summary

Chairman John H. Walker III of the Texas Department of Motor Vehicles (TxDMV) Board, is pleased to report to Governor Perry on the state of affairs of the TxDMV, including its duties, accomplishments, current activities and what's ahead.

Helping Texans go. Helping Texas grow.

TxDMV is a dynamic state agency dedicated to customer service, consumer protection and the success of motor vehicle-related industries. The agency was created by the state legislature in 2009 and became operational on November 1, 2009.

TxDMV is one of only a handful of state agencies that raises revenue for the state. For every \$1 the agency spends, it returns more than \$10 in state revenue. These funds are primarily used to build and maintain the state's roads and bridges. Each year the agency registers almost 22 million vehicles; regulates vehicle dealers; credentials buses and big trucks for intrastate and interstate commerce; issues oversize and overweight permits; and awards grants to law enforcement agencies to reduce vehicle burglaries and thefts.

The TxDMV mission is "to promote and protect the interests of the motoring public and the citizens of the state of Texas."

Board Updates

The TxDMV is overseen by a nine member, governor-appointed board that is the agency's policy-making arm and which provides the strategic direction for the agency. To further its mission during 2013, the board had eight regularly scheduled board meetings, a Finance and Audit Committee meeting, and two Motor Vehicle License Advisory Committee meetings. The July board meeting was held via videoconference due to legislation (HB2414) you signed into law and that went into effect June 14th and more in the future will be as well. In addition, several board members meet regularly with staff to stay informed between meetings and participated in working groups on oversize/overweight enforcement, salvage and streamlining the hearings process. A Board Liaison assists the board with daily administrative support, research and communication.

Several board member changes took place in 2013: Victor Vandergriff, former Chair, retired from the Board at the end of April 2013. John H. Walker III, a TxDMV board member, was appointed as Chair by the Governor on May 1, 2013. Cheryl Johnson's appointment ended February 1, 2013 and Luanne Caraway was appointed in March. Joseph Slovacek was appointed in May 2013. The TxDMV Board is thankful to Mr. Vandergriff and Ms. Johnson for their

important contributions and is pleased to welcome its newest members. Also, Raymond Palacios and Robert Barnwell were reappointed to new terms. The following list is the current board membership/statutory composition of the TxDMV Board, as appointed by the Governor:

Board Member	Term Expires	Hometown	Represents
John H. Walker III, Chairman	2/1/17	Houston, TX	Motor carrier industry
Laura Ryan, Vice Chair	2/1/15	Cypress, TX	Vehicle manufacturing or distribution industry
Robert “Barney” Barnwell III	2/1/19	Magnolia, TX	Customer (public)
Luanne Caraway	2/1/19	Kyle, TX	Tax assessor-collector
Blake Ingram	2/1/17	Sunnyvale, TX	Independent auto dealer
Raymond Palacios Jr.	2/1/19	El Paso, TX	Franchised auto dealer
Victor Rodriguez	2/1/15	McAllen, TX	County or city law enforcement
Marvin Rush	2/1/17	Seguin, TX	Franchised auto dealer
Joseph O. Slovacek	2/1/15	Houston, TX	Customer (public)

Strategy

The board has put into place a strategic plan, performance measures and tracks **key performance indicators (attached as Appendix A on page 11)**. The board’s strategic focus for the agency is on three distinct but related goals:

- Performance Driven
- Optimized Services and Innovation
- Customer Centric

Agency Staff Updates

Under the day-to-day leadership of Executive Director Whitney Brewster, the agency continues on its positive course. A new position, Deputy Executive Director, was created (recommended by an organizational study in 2011) and Shelly Mellott was hired for this role. She assumed her position in July 2013. Over the past year several other key leadership positions have been hired: Eric Obermier, Chief Information Officer; David Duncan, General Counsel; Sandra Vice, Internal Audit Director, and Marc Burns, Chief Hearings Examiner.¹ The **current organizational chart is provided in Appendix B on page 12. Program area descriptions are at Appendix C on page 13.**

Internal agency management communication and training initiatives are ongoing and strong. The Executive Director holds a monthly open forum called the *Conversation Café* to bring information to staff in person. These events provide agency updates and an opportunity for employees to ask questions and discuss topics of interest. The Conversation Café sessions are now live-streamed over the internet to our 16 Regional Offices. The Executive Director also shares information about projects, activities and accomplishments in an online newsletter, *The Insider*, available to employees on the agency intranet site.

¹ The 83rd Texas Legislature authorized the transfer of administrative hearings for lemon law and warranty performance cases from the State Office of Administrative Hearings to the TxDMV. TxDMV created a new Administrative Hearing Office to implement the statute.

The Executive Director, working in conjunction with the Human Resources Division, continues to develop projects that focus on job satisfaction for agency employees. A third round of the TxDMV's Continuous Improvement & Change Management (CICM) Training was recently completed. Training participants focused on improving job satisfaction, a TxDMV Board key performance indicator, as described and measured by the Survey of Employee Engagement (SEE). The most recent SEE was completed at the end of December 2013 and we expect results back later this month (January 2014).

To further increase agency accountability, in December, the Executive Director met with the executive staff (division directors) during a full day work session to review and make recommendations to agency performance measures. Those will be brought to the board in the months ahead for consideration for approval. The executive team also took part in communication and leadership training to further enhance their skills.

Budget

TxDmv's total adjusted appropriation is \$163.1 million for FY 2014 and \$135.6 million for FY 2015, with 763 full-time equivalent positions.

The TxDMV was granted its request for a rider to carry forward the FY 2012-2013 unexpended balance of the appropriations for automation projects into the FY 2014-2015 biennium. In addition, the Legislature also granted an additional \$23 million in capital authority for the project. The RTS Refactoring Project (discussed in greater detail later on in this report) is a multi-year project with a total contract amount of approximately \$39.5 million. The funding for this project requires the TxDMV to use funds from the previous and current biennia.

SB 1 also contains a rider appropriating \$6.3 million per fiscal year of license plate fees for the purpose of making contract payments to My Plates for specialty license plates. The funding for the appropriation is derived from fees collected for specialty plates under the contract. These proceeds will be used to reimburse My Plates in accordance with its contract.

The budget contains riders to reduce the agency's budget for data center services by \$4.5 million and payroll contributions for group health insurance by approximately \$751,000.

Key Accomplishments

A primary strategic initiative is to continuously improve services for all customers. Since its emergence as a stand-alone agency in 2009, the TxDMV has worked to enhance the way it does business internally and externally. There are several major enterprise automation projects in progress that are geared toward enhancing existing technology and defining business process improvements. Implementation of these projects will improve both the technology and process.

The **TxDmv public facing website** has been completely reengineered to support open government and increased transparency and was launched April 2013. The design of the new

website is driven by user groups to ensure our customers and stakeholders have access to all the information they need in one place. Some of the enhancements are more visual cues. There are more pictures, colors and 3D effects and the presence of images, icons and buttons on the website makes navigation more intuitive and provides an enhanced user experience. New dynamic elements such as sliding banners on the homepage, a calendar and embedded videos allow us to share information with the public in a much more compelling way. The new website features improved search options, in addition to an enhanced global search engine, to allow users to find anything on the website. There are search boxes dedicated to specific sections of the website, such as forms, specialty license plates and more. It is a nimble system which will be managed by each division updating and maintaining their own content directly which will reduce costs and turnaround time.

webDEALER is the exciting new online system that will provide the ability to electronically create, store and transfer vehicle titles (eTitles). It will provide dealers the ability to process new registrations and title applications on vehicles electronically rather than having to physically transfer paper or flash drives. These and other improvements will reduce costs and increase efficiencies for tax assessor-collectors, dealers, the public and the TxDMV. We currently process electronic lien titles (ELT), but webDEALER takes that capability to a much higher level. The coming phases will expand the system to include used car dealers, lienholders, salvage dealers, and eventually even private party sales. With webDEALER, Texas will be the first state in the country to transfer vehicle ownership fully electronically.

TxPROS (Texas Permitting & Routing Optimization System) continues to be a successful web-based system that saves time and generates increased revenues and allows trucking companies in Texas to apply for an oversize/overweight permit, pay fees, and route trucks on the best roads for the load's size and weight, all online, anytime. Along with the permit, TxPROS analyzes and generates a custom route and turn-by-turn driving directions.

RTS Refactoring kicked off October 1, 2013. This is an exciting milestone for the TxDMV. As part of the continuing process of separating our technology from TxDOT, a major enterprise project is underway to modernize the Registration and Title System (RTS) and re-platform the system on equipment hosted via the Department of Information Resources (DIR) Data Center Services Contract. In June the agency signed a contract with Deloitte Consulting LLP as the primary contract for three years plus two one-year options. Twenty-five TxDMV employees from the Information Technology Division (IT), Enterprise Project Management Office (EPMO) and Vehicle Title and Registration Division (VTR) have moved to a new project office at 1101 S. Capital of Texas Highway in Austin. The project team will focus on transitioning RTS support and maintenance from the Texas Department of Transportation (TxDOT), modernizing the RTS technology, and developing improved reporting capabilities. The option years are available for ongoing operations and maintenance, and support for enhancements. The TxDMV team will be working side-by-side with the following contractors:

- Deloitte – Primary design, development, and implementation.
- Allied Consultants – Technical knowledge, mainframe and point of sale functionality and architecture.
- Innwake – Code conversion.

- Austin Ribbon & Computer (ARC) – Infrastructure and operations support.
- Greentree Group – Quality assurance.

National Motor Vehicle Title Information System Project. Coming this April, the National Motor Vehicle Title Information System (NMVTIS), an electronic messaging system, will be used to verify and exchange vehicle history (title, brand, theft, etc.) from state to state. This system will allow TxDMV to check if vehicles have been branded or stolen, and to verify that the title being submitted for a Texas title is the last title issued, as well as other important information regarding the vehicle. Benefits of NMVTIS include:

- Prevents introduction or re-introduction of stolen vehicles;
- Protects states, individuals and commercial consumers from fraud;
- Reduces the use of stolen vehicles for illicit purposes; and
- Provides consumer protection from unsafe vehicles.

LACE Replacement Project. This project is in its initial stages to create a web-based licensing and case management system to replace aging systems used in the motor vehicle, motor carrier and salvage licensing and enforcement programs. The new system will provide for on-line license application processing that will reduce processing time and be easier for our licensees to use. The consolidated case-tracking system will replace the three different systems currently in use and will be accessible in the field, thereby increasing the efficiency and effectiveness of our investigators operating throughout the state.

Active Post-legislative Projects

With the 83rd Legislative Session behind us, TxDMV staff has been hard at work planning and executing the legislation that impacts our agency and our stakeholders. Several bills will require rule changes from the Board, technical changes to the Registration and Titling System (RTS) as well as changes to departmental policies. A complete recap of the session (the [final report](#)) is available online on the TxDMV website, but I would like to bring to your attention to several items and new requirements that are discussed in greater detail below:

General clean-up of the statutes of the TxDMV. HB 2741 made various changes to the Occupations Code to update definitions and the use of the terms “board” and “department” to align the statute with the duties and functions of the board and department. Changes were also made to renumber the statutes as necessary to capture changes made during previous legislative sessions. Corrections were made to the statutes to replace references to the Texas Transportation Commission or TxDOT for functions transferred to the TxDMV. Changes were made to the TxDMV enabling statutes to expand the provision limiting the agency’s liability.

This bill made various changes to the statutes of the TxDMV that were transferred from TxDOT relating to **Motor Carrier oversize/overweight laws**, and **updated the vehicle titles and registration statutes**.

The bill **required all Texas counties to participate in Electronic Funds Transfer (EFT) and the Internet Vehicle Title and Registration Service (IVTRS)**. Staff from Vehicle Titles and

Registration Division, Information Technology Services Division and Texas.gov have been working with 102 counties to finalize the sign-up process for EFT and/or IVTRS. The significant benefits to these programs are that EFT participation will streamline and speed-up payments formerly made by paper checks, and customers in every Texas county will be able to renew online.

A newly-established **Oversize/Overweight Vehicle Working Group** met in August 2013 to establish clarity about policies, rules and standard operating procedures for oversize/overweight permitting, enforcement and other matters that impact the motor carrier industry. Turnout was excellent with broad representation of impacted stakeholders present. Attendees included representatives from TxDOT, the Texas Department of Public Safety (DPS), law enforcement organizations, oil and gas associations, logging and manufacturer associations, the Texas Trucking Association, and several TxDMV directors. Open dialogue among the members provided feedback to identify opportunities to increase compliance with permitting requirements, identify gaps between enforcement efforts of different state agencies, as well as how to provide more efficient customer-centric permit services.

Lemon law and warranty performance cases. HB 1692 transfers administrative hearings for these cases from the State Office of Administrative Hearings (SOAH) to TxDMV. Mediation will now be required on all franchise termination and protest cases involving licensed franchise dealers and manufacturers, and lemon law and warranty performance cases. The bill also created a position for a new chief hearings examiner to oversee the administrative hearings process. Earlier in this report it was mentioned that Marc Burns has recently been hired as the new chief hearings examiner.

Consolidated registration and inspection sticker aka “Single Sticker.” HB 2305 eliminates the inspection sticker and requires registration-based enforcement of vehicle inspections. TxDMV shares implementation responsibility with the Texas Commission on Environmental Quality and DPS. Staff from all three agencies meet regularly to identify and work through the challenges of implementing this legislation. The law requires that the registration-based enforcement of the inspection program be up and running by March 1, 2015.

New military plates. Soon you may see a number of new military license plates on the road. During the 83rd Legislative Session, the following were approved:

- *Defense Superior Service Medal* – can be issued to recipients of the Defense Superior Service Medal.
- *Air Medal and Air Medal with Valor* – can be issued to recipients of the Air Medal and Air Medal with Valor.
- *U.S. Coast Guard Academy and U.S. Merchant Marine Academy* – can be issued to graduates of the Coast Guard or Merchant Marine Academies.
- *Disabled Veteran with Service Branch* – five new Disabled Veteran license plates that will include an emblem from each of the five service branches: Army, Navy, Air Force, Marine Corps, and Coast Guard. Applicants must meet the current disabled veteran eligibility requirements.

- *Enduring Freedom Afghanistan* – can be issued to persons who served in the U.S. Armed Forces and participated in Operation Enduring Freedom in Afghanistan.
- *Retired Military* – five new military specialty license plates that will include the word “Retired” for each current license plate of the five branches of service: Army, Navy, Air Force, Marine Corps, and Coast Guard. These plates can be issued to retired members of the U.S. Armed Forces who have completed 20 or more years of satisfactory federal service.

Once the bills were passed, staff worked quickly on the new plate designs and programming to make sure we would be ready to start issuing the new plates to qualifying Veterans in September 2013. The new plates as well as other specialty plates, can be viewed on the [TxDMV website](#).

TxDmv fund and processing and handling fee. HB 2202 created a TxDMV dedicated account in the state treasury and the authority to set a processing and handling fee for registration transactions. Legislation was passed to create a new fund, titled the Texas Department of Motor Vehicles fund, inside the state treasury. At the same time, the Legislature passed the funds consolidation bill, which abolished the newly created fund and redirected the revenue to the General Revenue account. Various fees collected by the TxDMV, which are currently deposited into the state highway fund, will now be deposited into the general revenue fund beginning September 1, 2013.

The TxDMV Board was granted the authority to create a processing and handling fee to cover costs of the department, county tax assessor-collectors (TACs), and county deputies related to registration. The bill also grants the board rulemaking authority to set the compensation for county tax assessor-collectors and their deputies to be paid out of the fee.

The TxDMV Board is now authorized to create new classification types of deputies that may perform titling and registration duties, identify the duties and obligations of deputies, approve the fees that may be charged or retained by deputies and the type and amount of any bonds. County tax assessor-collectors, with the approval of the commissioner’s court of the county, may deputize an individual or business entity to perform titling and registration services in accordance with the TxDMV’s rules.

Concurrently, the TxDMV has reached out to county TACs and other stakeholders to help determine a strategy for implementation of this legislation that will be most effective and organized a working group to address **uniformity and service quality**. The first meeting was with stakeholder customers in November 2013 to receive initial feedback from those doing business with TxDMV regional offices and TAC offices. A subsequent meeting will take place with TACs in March or April 2014 to address how to strengthen and improve services provided by TxDMV and its county partnerships.

Meetings held by videoconference call. HB 2414 now allows meetings of a state governmental body that extends into three or more counties to be held by videoconference call. The presiding officer is required to be physically present at the location of the meeting which is open to the

public. This bill went into effect June 14, 2013, and shortly thereafter the TxDMV Board successfully held its July 27, 2013 meeting via videoconference call.

Other News

A&M's 12THMAN license plate. On September 12, 2013, Texas A&M's 12THMAN license plate became the most expensive license plate ever sold in Texas. Texas A&M Regent Tony Buzbee, Class of 1990, former Marine Corps infantry officer and winner of the 12THMAN Plate Auction, won the plate with a bid of \$115,000. Buzbee instructed that the plate be given to Dan Moran who earned both his undergraduate and MBA degrees from Texas A&M. As an undergraduate, he participated in the A&M Corps of Cadets as a Combined Aggie Band Commander. After graduation, Moran survived serious injuries during his two combat tours in Operation Iraqi Freedom, earning him a Purple Heart and the Navy Commendation Medal with Valor. He medically retired as a Captain from the United States Marine Corps and is now chairman and CEO of Moran Enterprises. During the second quarter at the Texas A&M and Alabama game on Saturday, September 14, Moran found himself joined by the Governor, Texas A&M University President R. Bowen Loftin, John H. Walker III, Chairman of TxDMV, and My Plates President Steve Farrar. Chairman Walker presented Moran with the one and only 12THMAN license plate.



The \$115,000 was split three ways:

- \$79,590 to the state General Revenue Fund
- \$80 (\$8 x 10 years) to TxDMV for costs
- \$35,330 to My Plates, which will be donated to the Texas A&M University

TxDMV held its first Historically Underutilized Business (HUB) Forum in Austin in April 2013. The goal of the HUB program is to increase procurement opportunities for minority and woman-owned businesses in the state of Texas. More than 100 HUB participants attended, along with more than a dozen state agencies, two universities, one county and two trade organizations. Staff received numerous positive comments, and we look forward to making the 2014 HUB Forum even better.

Congratulations to Bill Harbeson, director of the Enforcement Division and interim director of the Motor Vehicle Division. At its annual conference over the summer, the Texas Independent Auto Dealers Association (TIADA) presented Bill Harbeson with the association's Independent Award. Here's an excerpt from TIADA General Counsel Michael W. Dunagan's presentation: "Tonight I have the privilege of introducing the winner of the TIADA Independent Award which is the highest honor the association can bestow on an individual who is not an independent car dealer. This individual has been instrumental in streamlining the dealer licensing and renewal process at the Texas Department of Motor Vehicles. In his capacity as interim director of licensing, he has turned a culture of saying 'No' into a culture of saying, 'How can I help you.' In the process, he and his staff have converted a bureaucratic bottleneck into a department able

to match the speed of Texas business.” Bill was quick to point out that even though his name is on the award, it’s the staff that made this possible. “I accept [this award] humbly and with gratitude on behalf of the employees of the Enforcement Division and the Motor Vehicle Division, who every day strive to provide you with the best possible customer service,” Bill said. “I can honestly say that the most rewarding part of this journey is being in a position to observe our staff seize the opportunity to change state government and how we deal with our partners.”

National Odometer & Title Fraud Enforcement Association (NOTFEA) and the Midwest Odometer & Title Fraud Enforcement Association (MOTFEA). The Enforcement Division helped host this year’s event in Fort Worth in August 2013 and the TxDMV has received great feedback. NOTFEA and MOTFEA are focused on combating odometer and title fraud by sharing new ideas, training and investigative methods, new criminal trends and case prosecution at the state and federal level.

TxDMV Enforcement Investigators Collaboration with Law Enforcement and Government Entities. TxDMV Enforcement Investigators participated in a multi-law enforcement agency endeavor at the U.S./Mexico border crossing in Pharr in October 2013. Our staff lent their motor vehicle expertise to the U.S. Customs Service inspecting motor vehicles being exported into Mexico. The team helped check vehicle titles and registration to ensure proper ownership was established before the vehicles were allowed to enter Mexico.

Lemon Law Anniversary. On November 1, 2013, TxDMV Enforcement and Motor Vehicle divisions hosted a reception for employees and unveiled a “Texas Lemon Law Day” proclamation that was received from the Governor. The Government and Strategic Communications Division distributed a press release statewide to share the successes of this law and how it helps Texans, and we received some positive coverage. Through the Lemon Law, consumers buying or leasing defective new vehicles have filed more than 16,000 complaints and received more than \$113 million in relief.

Looking Ahead

The TxDMV will continue to build upon innovative infrastructure to service motor vehicle customers. As part of our ongoing efforts to increase efficiencies and services, the TxDMV will look forward to completing current projects and beginning new ones, some of which include the following:

- implement and administer new legislative rules and, guidelines
- prioritize key strategic initiatives and revisit and update the agency strategic plan and performance measures
- continue to implement key Enterprise Projects:
 - webDEALER roll out across the state
 - continued separation from TxDOT (including completion of an upgraded headquarters communications system (new servers, phone lines)
 - NMVTIS (National Motor Vehicle Title Information System)

- LACE (licensing and case management system) replacement
- Vigilently monitor all Enterprise Management Projects and contracts
- collaborate with Texas.gov on credit card fee project
- negotiate and finalize the specialty plates program contract (expires November 2014)
- strengthen relationships with key stakeholders and partners with GovDelivery which will enhance TxDMV communications regarding services and training available through TxDMV
- begin to prepare for the 84th Legislative Session



















Should you or any of your staff need to contact us, we are on standby to assist. Contact information is available on the back of the front cover of this report. Thank you for the opportunity to serve on this board and serve the State of Texas.

APPENDICES

Appendix A – Key Performance Indicator

Texas Department of Motor Vehicles

Key Performance Indicator Executive Summary - January 2014

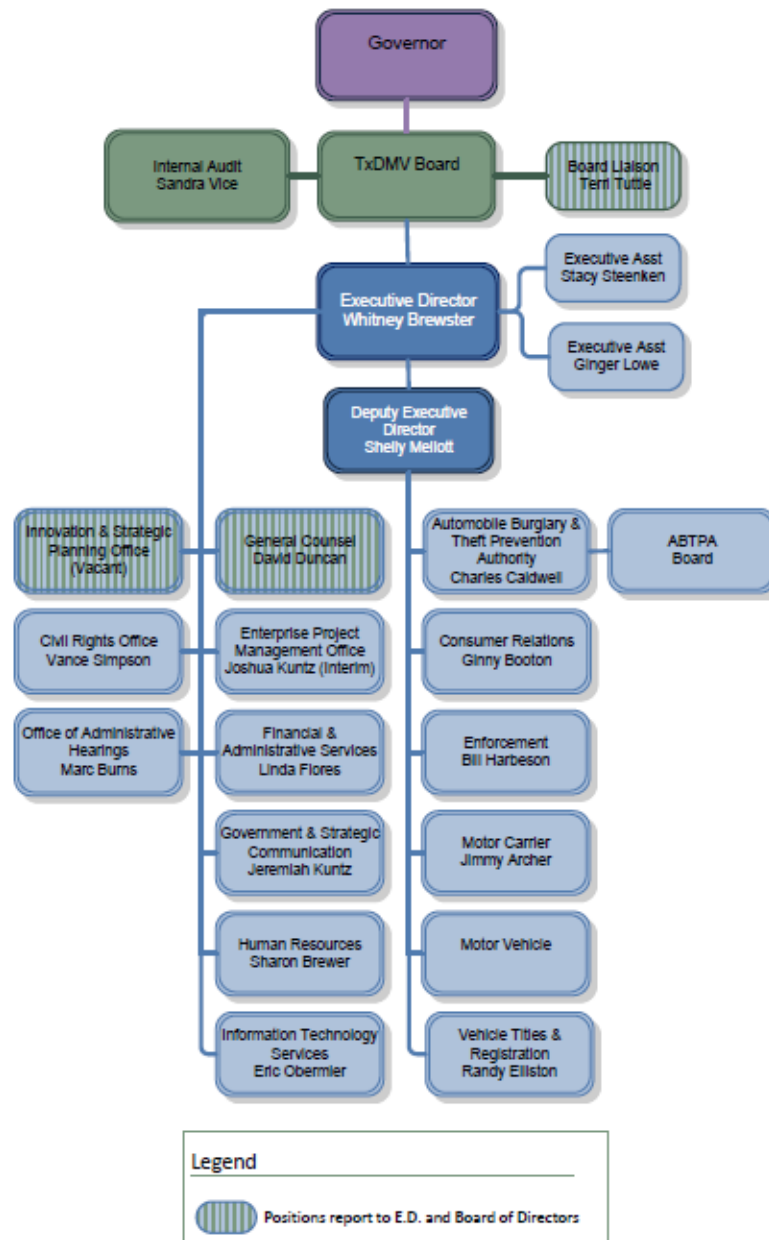
Goals	Strategy	Status	Trend
Performance Driven	Effective & Efficient Services		
	Positive & Solution-Seeking Decision-Making		
	Implement Appropriate Best Practices		
Optimized-Services & Innovation	Provide Optimized Services to Stakeholders & Customers		
	Continuous Business Process Improvement & Realignment		
	Executive Ownership & Accountability for Results		
	Organizational Culture of Improvement & Creativity		
Customer Centric	Focus on the Internal Customer		
	Increase Transparency with External Customers		
	Excellent Service Delivery		
KEY = More than half off target: Majority of targets met: On target: Not Yet Started			

OUR MISSION: To promote and protect the interests of the motoring public and all citizens in the state of Texas.

OUR VISION: The TxDMV shall be the most efficient, effective, transparent, and customer driven agency in Texas providing excellent services to all.

OUR VALUES: Transparent, Efficient, Teamwork Communication, Accountable, Cost Effective, Customer Centric, Trustworthy, Performance Driven, Progressive

Appendix B – Organizational Chart



January 9, 2014

Appendix C – Program Area Descriptions

Automobile Burglary and Theft Prevention Authority

The Automobile Burglary and Theft Prevention Authority (ABTPA) educates Texans on how to protect themselves from motor vehicle theft and awards financial grants to curtail auto theft and burglary. The division is also involved in a program that helps to prevent stolen motor vehicles from entering Mexico.

Consumer Relations Division

If you have questions, they have answers in the Consumer Relations Division where you will find customer representatives eager to answer your calls and emails. The hallmark of this division's staff members are their dedication to being professional but personal as they help consumers and motor vehicle-related business owners – almost 1 million each year - find the information they need to complete their business with the agency.

Enforcement Division

Did a moving company promise you a cheap rate and then hold your belongings hostage for more money? Did an auto dealer fail to title your vehicle for you? Did you run out to buy that new truck you saw advertised for an amazing price only to be subjected to a “bait and switch” scheme? These situations and much, much more fall under the Enforcement Division, which regulates manufacturers, dealers, moving companies and other motor vehicle-related businesses, including motor carriers and salvage dealers and takes administrative actions to enforce oversize/overweight laws. The division also administers the state's Lemon Law, which can provide relief to consumers who can prove the new car they bought is a lemon. The division also has a very active education program benefitting licensees, law enforcement and the public.

Financial Services Division

From pens and paperclips to millions of dollars in operating expenses, the Financial Services Division tracks the agency's money – starting with what it spends to more than \$1.5 billion in annual collections. The division is responsible for the agency's budgeting, purchasing, accounting and financial reporting. In Fiscal Year 2014, the division is tracking an operating budget of \$163 million and a payroll of more than 700 full-time employees.

Government and Strategic Communications Division

This division is about keeping you informed. It is the voice of the agency, making sure all external communication is coordinated and that the agency delivers consistent messages to the motoring public. Staff members answer questions from state legislators, and media; perform bill analyses during legislative sessions; send out press releases; oversee the agency website and other informational materials, such as brochures, flyers and newsletters; and proactively reach out to Texans with public education initiatives.

Information Technology Services Division

The Information Technology Services Division is responsible for agency wide information technology support services, and overall responsibility for the maintenance and support of the Department's major systems and technologies. This also includes all coordination with TxDOT

Information Technology as we continue the separation process of our technology infrastructure. The division has 94 approved FTEs across four departments (IT Support Services, Application Services, Infrastructure Services, and Information Security), and is responsible for an annual budget of over \$60M for both FY13 and FY14.

Internal Audit Division

The Internal Audit Division helps to identify and improve existing agency operations. Staff reviews policies, processes and procedures, making recommendations to agency management to ensure the efficient and effective use of resources, and to reduce the likelihood of fraud, waste and abuse. The division is an independent, objective, assurance and consulting activity and reports directly to the board.

Motor Carrier Division

The Motor Carrier Division helps the transportation industry conduct interstate and intrastate commerce. It grants commercial motor carriers, moving companies and passenger carriers the license plates, operating authority (Texas Department of Motor Vehicles Number and Unified Carrier Registration) and the oversize/overweight permits they need to move people and cargo safely and efficiently.

Motor Vehicle Division

The Motor Vehicle Division licenses dealers and manufacturers and other types of motor vehicle-related businesses. The licensing system helps to ensure a sound system of distributing and selling motor vehicles and regulating motor vehicle manufacturers. In Texas there are more than 2,500 licensed new (franchise) vehicle dealers and almost 15,000 used (independent) dealers.

Office of General Counsel

The Office of General Counsel represents the agency and provides legal advice to the board, executive director, and other agency divisions. The office provides advice regarding laws and regulations on topics such as motor carriers, vehicle titles and registration, human resources, open records, and open meetings. It assists with legislation, reviews contracts, and participates in all phases of rulemaking. The office also works with the Office of the Attorney General on legal matters involving the agency.

Vehicle Titles and Registration Division

The Vehicle Titles and Registration Division is responsible for vehicle titling, registration and issuing license plates and disabled placards. It oversees 16 Regional Service Centers and provides policy and procedural support to the 254 county tax assessor-collectors, who process registration and title applications throughout Texas. The division also updates and maintains the state motor vehicle database. Currently, there are more than 22 million registered vehicles in Texas. The division collects more than \$4.5 billion in registration fees, title fees, and motor vehicle sales tax, the majority of which is deposited into the State Highway Fund to build and maintain Texas' highways, roads and bridges.

Administrative Hearing Office

HB1692 (83rd) transferred administrative hearings for lemon law and warranty performance cases from State Office of Administrative Hearings (SOAH) to TxDMV. Mediation will now be required on all franchise termination and protest cases involving licensed franchise dealers and manufacturers, and lemon law and warranty performance cases. A chief hearings examiner oversees the administrative hearings process.